

Attachment B

Statement of Interest Statewide Long-Term Care Reform

Dane County – Community Living Alliance –Elder Care of Wisconsin

ORGANIZATION NAMES: OVERVIEW

This response to the DHFS request for information “Long-Term Support and Health Care Reform in Wisconsin” is being submitted by Dane County Human Services Department and its two current strategic partner organizations: Community Living Alliance, Inc. (CLA) and Elder Care of Wisconsin, Inc. (ECW).

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BRIEF DESCRIPTION OF ORGANIZATION (Legal entity, status, purpose, scope of enterprise)

Dane County Human Services Department - Dane County Department of Human Services (DCDHS) is part of Dane County government. Departmental divisions include: Adult Community Services Division, Children, Youth and Families Division, Economic Assistance and Work Services Division, Public Health Division, Badger Prairie, and Administration Services with a current service budget totaling \$210.5 million, of which \$60.1 million is county general purpose revenue (GPR). The DCDHS Director is appointed by the County Executive. The department’s primary oversight body is the Health & Human Needs Committee, a standing committee of the Dane County Board of Supervisors.

Long-term care services for elders and people with developmental disabilities, physical disabilities and mental health needs are provided through the Adult Community Services Division. This division’s 2006 budget is \$123.7 million, including \$25.5 million in county GPR and \$98.2 million from 50+ distinct revenue sources. Over 4,000 adults with substantial functional impairments receive ongoing, intensive support services, with half of these enrolled in COP and HCBW services. Many thousands more receive less intensive, time-limited supports. Most direct services are provided through a network of 104 community based agencies and 30 residential care contracts. Dane County has a well-deserved reputation of providing high quality, consumer-focused, community-integrated support and recovery services. This success was achieved through a value-based approach, strong partnerships with community organizations, and a significant level of county financial support.

Dane County Human Services has a notable history of working with local private vendors / providers to offer innovative and flexible systems of support to county residents. County accomplishments include:

- Working closely with DHFS in developing the Wisconsin Partnership Program (Partnership) model and establishing WPP at Community Living Alliance, Inc. and Elder Care of Wisconsin, Inc.;
- Joining with Community Living Alliance, Inc. and the Mental Health Center of Dane County, Inc. in developing an SSI Managed Care program that includes CSP and targeted case management services in capitation.
- Being one of the first counties to pilot the Community Options Program in the early 1980's;
- Developing a Self Directed Services model for people with developmental disabilities that is the most progressive, empowering model in Wisconsin;
- Consistently holding in-patient psychiatric care to 15% of annual mental health expenditures;
- Demonstrating an exemplary record in moving people out of Wisconsin's DD Centers, even when the CIP rates were insufficient to cover community care costs; and
- Partnering with DHFS over the decades in relocating residents from large residential facilities including, but not limited to, Allen Hall, Birchwood Court CBRF, Highland Transitional Nursing Home and Orchard Hill ICF-MR;

Community Living Alliance – CLA was founded in 1998 by a group of people with disabilities and chronic illnesses to provide an integrated array of long-term care and primary / acute health care services to assist Dane County residents with disabilities to live independently in their own homes. CLA was created by the local center for independent living; incorporating the values of the independent living philosophy which promote consumer involvement in all facets of the organization's governance, management and monitoring / evaluation. In creating CLA, community stakeholders envisioned that the organization would develop a comprehensive, seamless and flexible array of risk managed, integrated LTC and primary / health care services.

In 2004, CLA provided services to over 800 Dane County residents with significant disabilities / chronic illnesses through three primary programs: HCBW waiver case management, Medicaid personal care card services and the Wisconsin Partnership Program. To provide services and offer choice to consumers, CLA maintains a network of 395 providers/vendors (e.g. mental health, dental, home modification, CBRF's, adult family homes) as well as a network of 78 primary care physicians and 1,700 available medical specialists. In 2005, CLA continued to grow to serve more consumers and continued work to implement an SSI managed care program for over 5,000 eligible Dane County residents in 2006. CLA is collaborating with Dane County Human Services, the Mental Health Center of Dane County, Access Community Health Center (FQHC), and The Management Group, Inc. (TMG) to implement this unique SSI model that will integrate mental health/substance abuse services that are vital to sustain many people independently in the community.

CLA is authorized to operate as a Wisconsin-based Health Maintenance Organization (HMO), Medicare Advantage Special Needs Plan, Medicare Prescription Drug Plan (under Medicare Part D), and is certified by DHFS to participate in the Medicaid Managed Care program. The organization currently employs over 900 professional staff and in-home workers and has a current budget of over \$30 million.

Elder Care of Wisconsin - Since 1976, Elder Care of Wisconsin (ECW) has been helping older adults live independently at home and in the community. A private, nonprofit organization, ECW has provided health care management and long-term care services for a decade through integrated care programs. In 2004, the organization provided services to over 700 elderly residents of Dane County. The organization employs over 250 people and has a budget for 2005 of \$28 million. Like CLA, the

organization is authorized to operate as a Wisconsin-based HMO, Medicare Advantage Medicare Special Needs Plan; Medicare Prescription Drug Plan (under Medicare Part D) and is certified by DHFS to participate in the Medicaid Managed Care program. Both ECW and CLA are among the few organizations in the country to be certified by the federal government to serve people who are “dually entitled” under both Medicaid and Medicare.

ECW operates a variety of innovative service programs, including the Wisconsin Partnership Program. The Elder Care Partnership Program currently serves over 520 Dane County residents, age 55 and older. These older adults have an average of five to seven medical conditions and are at risk for nursing home placement. ECW Partnership contracts with over 200 local community providers including area hospitals, nursing homes, assisted living facilities and physician clinics as well as providers of many long-term care services.

Additional ECW services include: operation of two adult day centers; provision of over 40,000 annual personal care and home health care visits, operation of a special transportation system with a fleet of 21 accessible vehicles, and rehabilitation and occupational therapy. ECW created and operates its own dental clinic making scarce dental resources available to Partnership members.

In 2006, ECW is inaugurating two Medicare Special Needs Plans – Elder Care Reliance Health for beneficiaries with chronic diseases and Elder Care InFocus Health for beneficiaries living permanently in nursing homes.

INTEREST IN PLANNING AND IMPLEMENTATION OF LONG-TERM CARE REFORM IN WISCONSIN

All three strategic partners have significant and demonstrable experience in developing innovative LTC service offerings that expand locally based, consumer responsive, integrated managed care. The county has collaborated with both organizations and their precursor entities over a period of more than 25 years to implement a diverse array of community-based services including: Supportive Home Care, COP-HCBW programs, self-directed service models, DD support broker, PACE, Partnership, and Medicaid Personal Care. Most recently, CLA and ECW have been involved in initiatives to increase and improve services to their respective populations; CLA working to implement SSI managed care; and ECW expanding services into Medicare-funded disease management programs.

All three organizations have been active in the public policy process to “re-design” long-term care in Wisconsin and all three have repeatedly provided information and technical assistance to other interested counties and private providers. Key county and provider management staff have served on the state Long-Term Care Council and its various sub-committees, and participated in the Governor’s Blue Ribbon Commission on Mental Health reform.

Dane County, CLA and ECW share a vision and commitment to create a “platform” to provide a comprehensive array of managed LTC and primary/acute health care services to eligible county residents. This includes development of an aging and disability resource center and a continuum of services offerings that include: SSI managed care, managed long-term care, Partnership and disease management resources.

Through its strategic partners, Dane County has the requisite management/administrative capabilities to undertake the complex and critical operations essential for effective risk management including: utilization review, quantitative financial analysis, claims processing, network development, management of pharmacy benefits; internal clinical and audit review processes, information systems development, quality improvement, and clinical health care management.

GEOGRAPHICAL AREA OF INTEREST

In this Request for Information, Dane County Human Services is proposing to expand managed care services to people with physical disabilities, developmental disabilities, chronic illnesses, and elders within the county's borders. Dane County and its strategic partners currently operate a comprehensive system of LTC programs – including two Partnership Programs – a total program array that is of sufficient size, we believe, to initially consider Dane County a “one-county region.”

Dane County accounts for 56% of all COP and HCBW expenditures among its contiguous counties. The county serves 38% of all current COP and HCBW recipients in the area, and accounts for 34% of the total area waiting list. Dane County is one of the fastest growing urban areas in the entire country. The Wisconsin Department of Administration (DOA) predicts that Dane County will experience the largest numeric population growth among all Wisconsin counties for each of the decades between 2000 and 2030; exceeding a population of over 500,000 people by 2015. Between 2000 and 2030, the cohort of people over 60 years of age is projected to roughly double in size to encompass 23% of the total county population. (Source: DOA Demographic Services Center) According to the U.S. Bureau of the Census (Table P-41), Dane County accounts for 41% of the total population of people with disabilities over five years of age in the contiguous nine-county area. Demographers note that Dane County can expect disproportionate growth in the number of new residents who require social services.

Dane County actively supports the companion RFI being submitted by its two strategic partners, CLA and ECW, to explore the feasibility of creating a regional service delivery system involving counties and county consortia in southern and central Wisconsin. The county has experienced fruitful regional collaborations on a multi-county level in the past (e.g. W-2 consortium) and believes that “regionalizing” services may provide efficiencies and economies in areas including: establishment of a regional purchasing consortium; collective contracting for third party administrative service (e.g. claims processing); operation of shared pharmacy benefits management program; shared MIS system implementation; combined administration of requisite managed administrative and analytical services; shared staff professional development program and certification mechanisms; and provision of technical assistance to interested counties and county consortia.

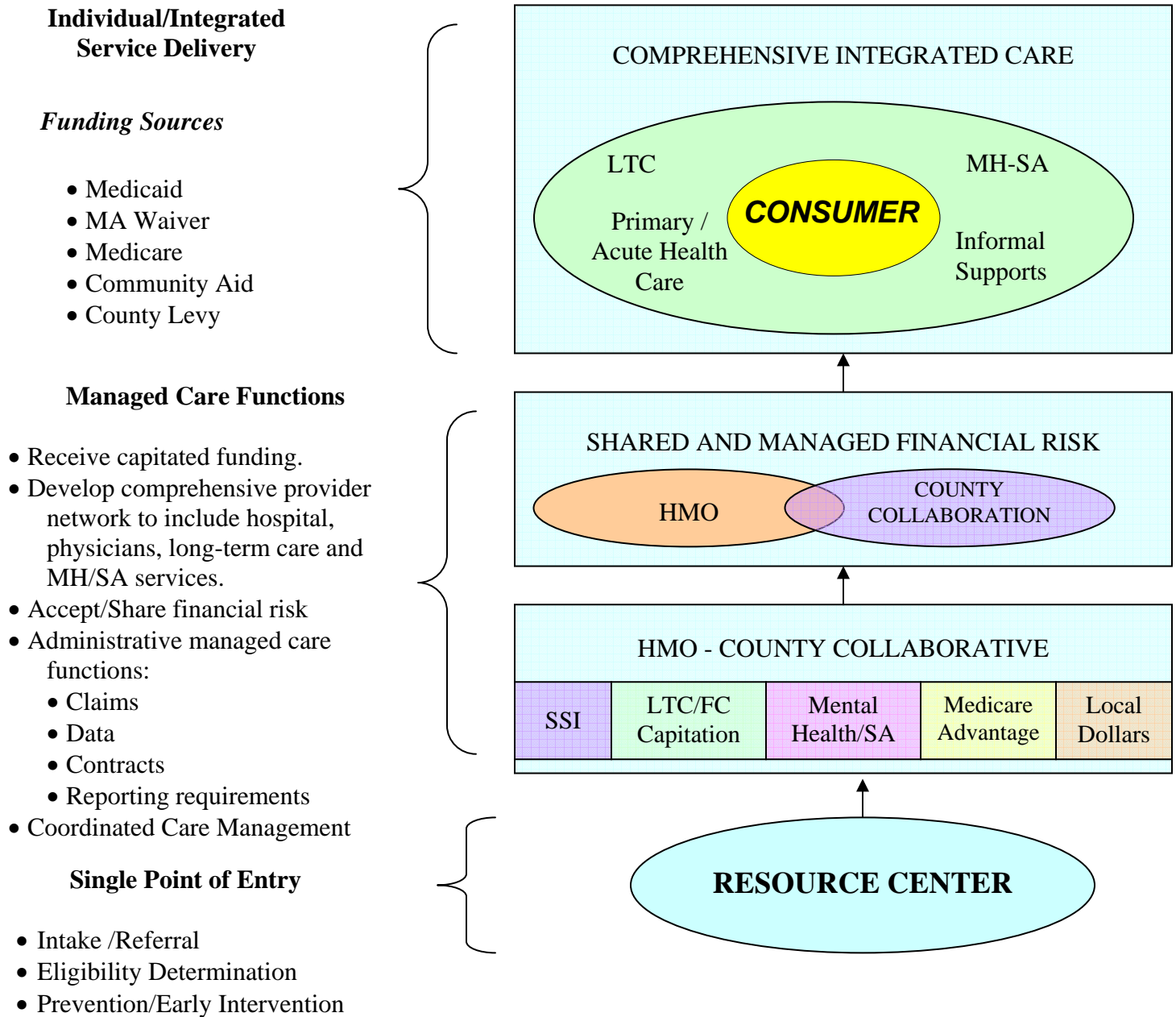
Focusing planning efforts on Dane County specifically, will yield several important results: 1) it will permit Dane County and its strategic partners to develop a “service platform” that could eventually be implemented in other counties; and 2) it will permit the county to focus on the considerable and complex logistics involved in conversion of its already extensive FFS system to managed care. Given the sheer size of the population that Dane County currently serves and expects to serve, this approach will provide services to a significantly large population.

PROPOSED SCOPE AND NATURE OF THE PROGRAM

Dane County and its current strategic partners are interested in working toward the development of an array of risk managed, flexible and integrated LTC services that include health care coordination and / or provision of primary and acute health care. This system would serve adults with physical disabilities, developmental disabilities, chronic illnesses, and frail elders by providing one comprehensive point of entry, information and referral, and “one-stop shopping” that effectively integrates services using managed care principles. Initially this may be achieved by conjoining a range of current program offerings including: SSI managed care, managed long-term care, and the Partnership Program. Over time it is anticipated the county, working with the state, may be able to achieve “real” integration and the regulatory and administrative simplification that a concatenation of funding allows. Eventually, the

county envisions establishing better integration of long-term care and primary/acute health care services with essential mental health/substance abuse services to provide more effective and comprehensive support to county residents.

The goal of Dane County and its strategic partners is to work toward a comprehensive integrated care system (as presented below).



(Courtesy of The Management Group, Inc. (TMG))